

# Improve Cultural and Recreational Opportunities Throughout the State

## Phase I Products for the 2007-09 Budget Development Process and Leadership Team Feedback

*Products developed by the results teams were reviewed by members of the Governor's GMAP Leadership team including Fred Olsen, Deputy Chief of Staff, Victor Moore, Director, Office of Financial Management, Laurie Dolan, Director, Governor's Policy Office, and Larisa Benson, Director, Office of Management, Accountability and Performance. Their feedback is listed immediately below. This feedback is followed by the products the Result Team submitted for review:*

- **Causal Factor Map**
  - Assignment to the team: Update the team's "causal map" or illustration of the key factors that affect the achievement of the result.
- **Recommended Strategies and Proposed Indicators**
  - Assignment to the team: In the past, teams have identified the high-level strategies the state should pursue to maximize results. Propose revisions to these strategies if needed. In looking at the causal map, research and evidence on proven strategies, and your assessment of performance progress to date, what are the most important strategies the state should pursue to maximize the results to citizens? Also, identify key indicators the team believes would provide the best evidence to the citizen about the success of these strategies.
- **Recommended Budget Focus Areas**
  - Assignment to the team: Submit a list of three to five recommended budget focus areas for this result area. In particular, we are looking for ideas with promise for improving results in this result area or reducing the cost of high-value, but high cost activities. OFM will issue targeted budget instructions to agencies in February 2006, asking for budget and legislative proposals that address some or all of these recommendations. These proposals will be available to teams for the prioritization work next fall.

### Leadership Team Feedback

We appreciate the challenges this team faces with a lack of available data targeted to this result area. The proposed indicators are faithful to the strategies and could provide insight into how successful the state is in its role. We wonder if the team members also feel these indicators would offer inspiration and motivation for change if necessary. Some observations and suggestions related to the indicators:

- Some research has shown the importance of cultural and recreational opportunities as a key factor in where people choose to live. This has implications for a state's economic vitality. (See research by Richard Florida, The Rise of the Creative Class) Consider adding a result indicator that could capture how compelling Washington's opportunities are to current or potential residents.

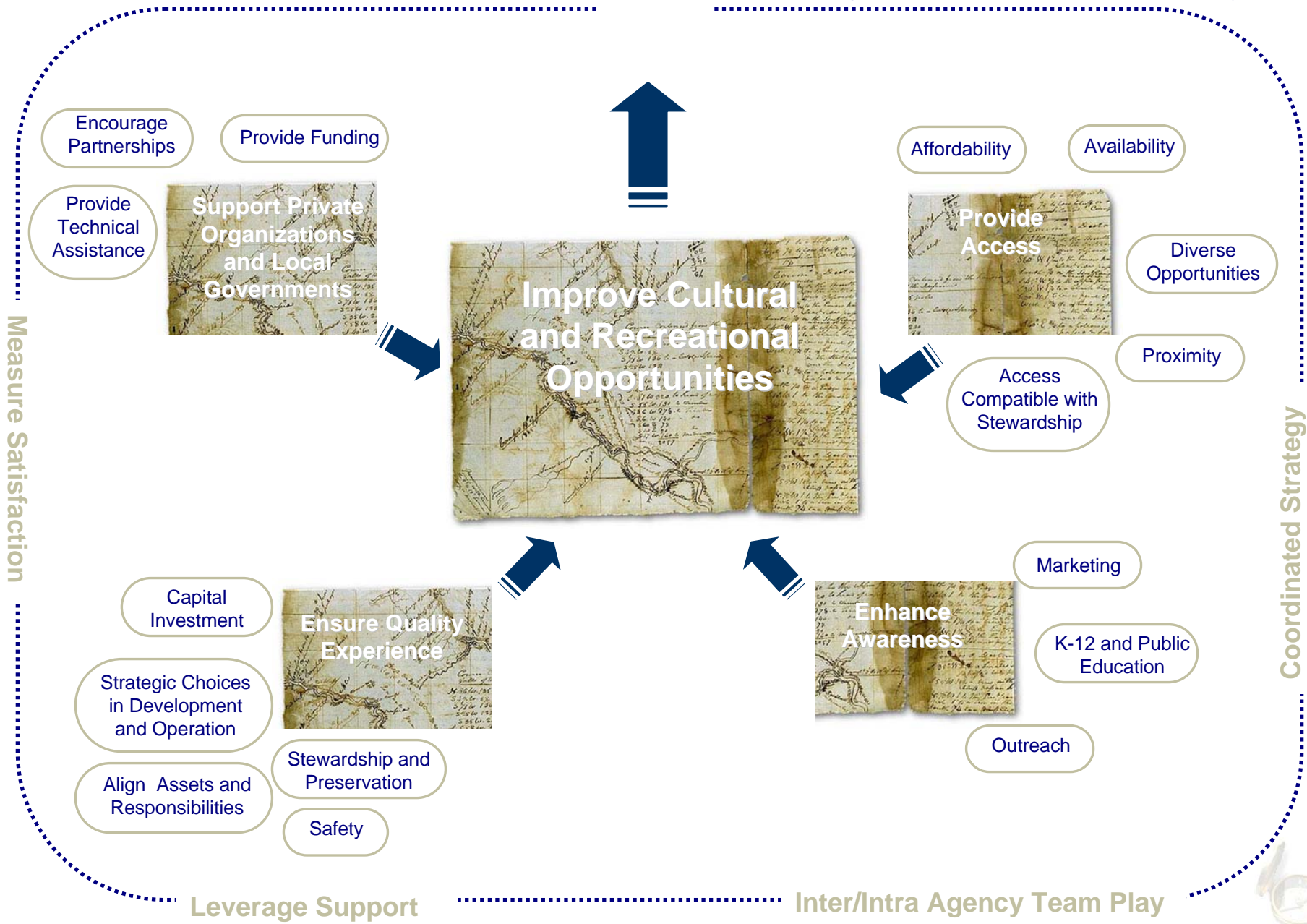
- Does the indicator of parents' perception of adequate time spent on arts in the classroom really indicate success of the strategy of enhancing awareness of the cultural and recreational opportunities in the state?
- Joaquin Hernandez at the Evans School specializes in measuring arts and culture and may be a good resource for the team.

#### Proposed Budget Focus Areas

Several of the budget focus areas touch on the opportunity to share cultural and recreational resources and/or information about them. We would like to encourage agencies to consider web-based methods that could take advantage of efforts like the Historical Society's digital education initiative.

# Improve Cultural and Recreational Opportunities Throughout the State

**Related Results:**    Human Health    Natural Resources    K-12 and Higher Education    Economic Vitality



## Improve Cultural and Recreational Opportunities Throughout the State Strategies and Proposed Indicators

Result	Indicators
Improve cultural and recreational opportunities throughout the state	<ul style="list-style-type: none"> <li>• Per capita participation in cultural and recreational activities</li> <li>• Equity of participation in cultural and recreational activities</li> <li>• Percentage of users satisfied with their experience of cultural and recreational opportunities (not yet tracked)</li> <li>• Dollar value of volunteers' time, and private dollars donated to culture/recreation</li> </ul>

Key Strategies	Indicators
Support private organizations and local governments with cultural and recreational opportunities	<ul style="list-style-type: none"> <li>▪ Private and local investment dollars leveraged through state- and federally-funded grant and historic preservation programs.</li> <li>▪ By survey, percentage of state-funded grant and historic preservation program participants reporting that agency-provided technical assistance was available and useful.</li> </ul>
Enhance awareness of cultural and recreational opportunities	<ul style="list-style-type: none"> <li>▪ By web-based survey, percentage of website visitors who report that they found the information they needed on the website.</li> <li>▪ By statewide survey, percentage of parents with school-age children who agree that students are receiving adequate classroom time for the study of arts, social studies, health and fitness.</li> </ul>

## Improve Cultural and Recreational Opportunities Throughout the State Strategies and Proposed Indicators

Key Strategies	Indicators
Provide stewardship of cultural and recreational assets	<ul style="list-style-type: none"> <li>▪ By inspection, percentage of state-owned or -managed assets judged to be in good to excellent condition according to agreed-upon standards. Assets include facilities, artifacts, works of art, and collections.</li> <li>▪ Percentage of Cultural Resources Executive Order 05-05 related projects negatively impacting archaeological and historic sites.<sup>1</sup></li> </ul>
Ensure access to cultural and recreational opportunities	<ul style="list-style-type: none"> <li>▪ By statewide survey, percentage of Washington residents reporting that they have good or excellent geographic access to cultural, historical, or recreational places, sites, or facilities of interest to them.</li> <li>▪ By statewide survey, percentage of people surveyed who say they have access to an adequate number of state-owned or -managed places, sites, or facilities to engage in cultural, historical, and recreational activities.</li> </ul>
Ensure quality cultural and recreational experiences	<ul style="list-style-type: none"> <li>▪ By systematic survey, percentage of participants in state-owned or -managed cultural and recreational activities rating their experience as good or excellent.</li> <li>▪ By systematic survey, percentage of visitors attending state-owned or -managed cultural and recreational activities who rate the physical facilities, lands, and/or artifacts they saw as being in good or excellent condition.</li> <li>▪ Number of state-owned or -assisted museums and other similar facilities that are accredited by nationally recognized accreditation bodies.</li> </ul>

<sup>1</sup> Executive Order 05-05, issued December 2005, requires agencies to submit selected capital projects and acquisitions to the Department of Archaeology and Historic Preservation for identification and mitigation of possible impacts on archaeological and historic sites.

## Improve Recreational and Cultural Results Throughout the State

### Recommended Budget Focus Areas

Description of Proposed Focus Area	Affected Agencies	Suggested Lead Agency
<p>The cultural and recreational results area is composed of two disparate groups of agencies that have not historically worked together. Therefore the team lacks of strategy-level outcome data that encompass most or all cultural/recreational agencies.</p> <p>Affected agencies are asked to work with OFM to develop a plan and funding approach to create data streams for POG-identified, strategy-level outcome measures.</p>	<p>Office of the Secretary of State            Department of General Administration            Department of Archaeology and Historic Preservation            Washington State Arts Commission            Washington State Historical Society            Eastern Washington Historical Society            State Parks and Recreation Commission            Interagency Committee for Outdoor Recreation            Department of Fish and Wildlife            Department of Natural Resources</p>	<p>OFM</p>
<p>In recent years agencies in the cultural and recreational arena have begun entering into new, collaborative arrangements to enhance results and improve efficiency. Examples of this are an existing “arts in the parks” arrangement between the Washington State Arts Commission and the State Parks and Recreation Commission, as well as an upcoming agreement to install retired exhibits from the Washington History Museum as permanent exhibits in State Parks. Both of these arrangements provide a wider audience for exhibits, while enhancing the visitor experience at State Parks.</p> <p>Affected agencies are asked to work with the Washington State Historical Society to identify additional collaborations that will create, maintain, and share state heritage assets while, where appropriate, improving visitor satisfaction.</p>	<p>Office of the Secretary of State            Department of General Administration            Department of Archaeology and Historic Preservation            Washington State Arts Commission            Eastern Washington Historical Society            State Parks and Recreation Commission            Department of Natural Resources</p>	<p>Washington State Historical Society</p>

## Improve Cultural and Recreational Opportunities Across the State

Description of Proposed Focus Area	Affected Agencies	Suggested Lead Agency
<p>Visitation to state-supported cultural and recreational resources is enhanced by citizen awareness of their existence and of the visitor experience they might have.</p> <p>Led by the State Tourism Office of CTED, or by the Washington State Arts Commission, affected agencies are asked to identify ways to enhance the marketing of state-funded and -managed cultural and recreational opportunities, with an emphasis on arts and heritage experiences.</p>	<p>Office of the Secretary of State  Department of General Administration  Department of Archaeology and Historic Preservation  Washington State Arts Commission  Washington State Historical Society  Eastern Washington Historical Society  State Parks and Recreation Commission  Interagency Committee for Outdoor Recreation  Department of Fish and Wildlife  Department of Natural Resources</p>	<p>CTED – State Tourism  Or  Washington State Arts Commission,  TBD</p>
<p>While the POG process has facilitated the creation of important strategy-result relationships and performance measures, agencies in this result area would like to be guided by a more in-depth, narrative vision statement as well.</p> <p>Led by State Parks, affected agencies are asked to develop a narrative vision statement to guide planning and decision making for those contributing to cultural and recreational results.</p>	<p>Office of the Secretary of State  Department of General Administration  Department of Archaeology and Historic Preservation  Washington State Arts Commission  Washington State Historical Society  Eastern Washington Historical Society  Interagency Committee for Outdoor Recreation  Department of Fish and Wildlife  Department of Natural Resources</p>	<p>State Parks and Recreation Commission</p>
<p>Led by the Department of Archaeology and Historic Preservation, affected agencies are asked to develop methods to acquire, identify, and share tribal cultural-resource data that encompasses ethnographic, sacred, and archaeological places.</p>	<p>Governor’s Office of Indian Affairs  University of Washington-Burke Museum  Department of Transportation  State Parks and Recreation Commission  Interagency Committee for Outdoor Recreation  State Conservation Commission  Department of Fish and Wildlife  Department of Natural Resources</p>	<p>Department of Archaeology and Historic Preservation</p>